

# **4.0 Community Services**

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# **4.0 Community Services**

## **Introduction**

A high quality of life is the goal of every community. The citizens of the community decide upon the type of environment in which they want to live and work.

Public services provided by the city are a measurement of the quality of life enjoyed by the citizens. It is the obligation of city government to provide many of these services.

## **Purpose and Organization of Task Force**

The type and level of services required by individual communities will vary widely; therefore, the community services task force should be concerned with services as they relate to their community.

The task force should be concerned with assessment of existing services, analysis of needs, establishment of goals and assistance in the development and implementation of an action plan. Members of the community services task force should assume the responsibility for becoming as knowledgeable as possible in this program area. To ensure that this challenge is met some communities may choose to form a task force to do this assessment.

## **Composition**

We would suggest that you try to include as many diverse people as possible within the task force. Please understand that you may wish to invite others whose field of endeavor is not specifically mentioned. Also, you will find that some of these people may fit more than one category listed. Keep your group manageable by cross matching some areas or organizations. Do not hesitate to invite others interested who may not normally be connected with community services.

## **Resources**

The task force should have representation from each of the following groups: interested citizens; city government, such as the police chief, fire chief, council person, parks and recreation director and public works directors; service clubs, such as the garden club, environmental group and civic group; and leaders in the field of health and education.

Sources of information should include the following: police department, fire department, county nurse, county health department, city engineer, public works department, city manager, city clerk, mayor, superintendent of schools, school board members, Law Enforcement Assistance Administration (L.E.A.A.), regional planning commission, park board, service organizations, local pollution control office, county court, Missouri Department of Conservation, University of Missouri Extension Agents, Health Systems Agency, Division of Family Services, Division of Highway Safety, Missouri Department of Natural Resources, Missouri Council on the Arts, Missouri Department of Education, the National Park Service, Environmental Protection Administration and Missouri Department of Economic Development.

Specifically, the task force will be interested in the following areas: police protection, health services, energy conservation, animal control, disaster preparedness and education. Every community is different and services provided by city government vary widely. Therefore, the task force should not be limited in scope, but be prepared to initiate action on additional quality of life services.

## Timing

There is no standard time frame recommended for completing the community services task force activities. It will require significant time and effort for the task force to inventory existing conditions and services, identify service gaps and duplication, determine needed services or activities, set priorities and undertake action. However, through an organized and systematic effort, the task force can insure the ultimate action recommended and undertaken will be most appropriate.

A specific timetable should be established and maintained. Whether or not the timetable is met will largely depend upon such factors as the number of persons involved, their level of experience, degree of commitment, leadership qualities, size of community, frequency of meetings and the extent to which cooperation from outside sources may be required.

# 4.1 Law Enforcement

## Introduction

Adequate law enforcement and public protection is essential to an orderly, peaceful existence and a well-governed community. Residents, industries and retail businesses must have the assurance that they will be protected from criminal trespass or violation.

If this program already exists in this community, then the responsibility for the assessment and evaluation of this sub-category is primarily that of the people who administer it. If the program does not exist in the community and the community wants to establish it, then a committee or task force can be setup to determine what needs to be done using the program process described below.

### **All Missouri Certified City (AMCC) Status**

Communities pursuing the AMCC status must:

- 1) Complete the program process and meet the standards of this sub-category, set goals and establish a plan to achieve the goals.
- 2) Furnish to the Department of Economic Development (DED) a narrative line item report describing the program process used, how they measure up to each of the program standards, the goals set, and plans to achieve the goals. Other documentation such as maps, brochures, ordinances, minutes, contracts, news releases, etc., should NOT accompany the report, but should be kept on file in your office.
- 3) DED must approve your report in order to be certified. Certification will remain in effect for three years. To be re-certified the same process must be followed and a new report furnished.

### **STAR City Status**

Communities pursuing the Star City Status must follow the same procedure and furnish the same kind of report as those pursuing the AMCC Status. The difference between the two is that the Star City Communities do not have to meet all of the program standards, nor do they necessarily have to have every sub-category program existing in their community. The Star City Status remains in effect for three years. For re-designation the same procedure must be followed as for the original designation and a new report must be furnished to DED.

## Program Process

The process for assessment can be as simple as the people in charge of the program (e.g. Board of directors, executive director, managers, staff, committee, and others) evaluating the community's program against the program standards in this sub-category. Or the process can be amplified by forming a task force to assess and evaluate your program more in depth using

various techniques such as surveys, town meetings, consulting with outside experts, etc. Whatever the process used it is important to determine if the program is meeting the needs of the community and how it will meet future needs.

For the report, please describe the process you used to assess and evaluate your program.

## **Program Standards**

These standards are designed to assist those communities starting a program in this sub-category, and for those communities that wish to measure their existing program against these standards. These standards are set by consensus of experts which include community citizenry, university professors, state and federal specialists and other professionals within the field.

Due to the uniqueness of each community, certain standards may not be important or even necessary within a community. For example, the size of a community will determine a great deal whether or not the standards within a particular sub-category need to be adopted in their entirety or even at all. This program is designed to suggest these standards and then allow a community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

### ***Standards for: Law Enforcement***

#### **A. Organization**

Identify or create an organization or other entity responsible for the administration and operation of the law enforcement program in your community.

#### **B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program.

#### **C. Personnel**

The community should meet the national average of 2 police officers per 1,000 population.

#### **D. Training**

All full-time law enforcement personnel shall have completed 120 hours of police training within their first year of employment in compliance with Missouri Statute 590.100--150.

This training shall have been obtained from a facility certified by the Office of Peace Officer Standards and Training, Missouri Department of Public Safety.

#### **E. Communications and records**

Every police facility should have public communications capabilities adequate to permit police service to citizens on a 24-hour basis and to enable radio contact: within the local police/sheriff's force; the state patrol; and/or adjacent law enforcement agencies. Participation in the Missouri Uniform Law Enforcement System and the Missouri Criminal Records Repository should be considered a minimum.

A permanent file of complaint and arrest records should be maintained in addition to adequate personnel records. (This should include reference to identify principals involved, charges and disposition.)

#### **F. Equipment and facilities**

Adequate personnel and mobile equipment should be available on 24-hour basis. Any needs for the performance of their duties should be supplied to the police force and sufficient funds for adequate supplies, cars, etc. should be provided. Two-way radios should be installed in all cars.

Every detention facility used must provide 24-hour supervision and adequate standards of health and safety. A community can contract with another municipality or county for detention services.

Regular officers should be uniformed and adequately equipped. Where applicable, reserve, auxiliary, etc. officers should be uniformed and adequately equipped as prescribed by their duties.

## **Program Goals and Planning**

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) **Please describe the goals you have set for this program.**
- 2) **Please describe in some detail the plans (how, when, who, etc.) for achieving the goals set for this program.**

## **4.2 Fire Protection**

### **Introduction**

It is the responsibility of the community to provide the best possible fire service to residents and businesses to assure their protection and safety. The fire protection services, facilities and personnel must provide adequate protection and prevention from the hazards of fire.

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### ***Standards for: Fire Protection***

#### **A. Organization**

Identify or create an organization or other entity responsible for the administration and operation of the fire protection program in your community.

#### **B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day to day activities, can readily be measured against it.

#### **C. Community insurance rating**

The community insurance rating should meet the recommendations of the Insurance Services Office on equipment, personnel, water supply, communications, etc.

Communities should attain the following rating:

<b>Population</b>	<b>Rating</b>
5,000 – 9,999	Class 7
10,000 - 24,999	Class 6
25,000 - 50,000	Class 5

#### **D. Codes**

Detailed building and life safety codes should be adopted for the community. They do not have to be administered by the fire department, but some agency within the community. An example of the various codes would be: Basic Building Code (B.O.C.A.), Mechanical Code, Electric Code from the National Fire Protection Association (N.F.P.A.) and the Life Safety Code.

#### **E. Adequately-trained personnel**

The Division of Fire Safety Training Programs or its equivalent should be sought as a minimum for all personnel. This would be the Missouri State Certified Firefighter I Program and associated special seminars. At least 90 per cent of all personnel should attend and take an active part in training conducted within the department. Training records should be kept on each person with training to be held on at least a weekly basis.

**F. Public fire education program**

Adoption of the N.F.P.A. Life Safety 101 Fire Prevention Code and its enforcement is an example of a model fire prevention regulation for the protection of public health, safety and welfare. The public fire education program would be developed within the department or the Division of Fire Safety Training could be contacted for assistance.

## **Program Goals and Planning**

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## **4.3 Health Services**

### **Introduction**

The health of persons must be a priority consideration of every community. Programs should provide services adequate for the prevention of disease and for the general health of the population. Health service providers and health facilities should be available and accessible to all the people in the community.

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### ***Standards for: Health Services***

#### **A. Organization**

An organization of health service providers, as well as recipients or users of health services, should be formed in the community. The primary purpose of this organization should be to implement the process of Section I of this subcategory of health services and to ensure that the health needs of the community are met.

#### **B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood



so that the elements of the program, as well as its implementation, even day to day activities, can readily be measured against it.

**C. Conduct a health need assessment**

Using one or more assessment techniques (survey, public forum, town hall meetings, etc.) identify health needs, problems and situations in the community; identify resources to address the needs; and develop plans to meet the needs.

**D. Contact and coordinate with agencies outside the community that have programs designed for Health services in the community; e.g., Missouri Department of Health, Missouri Department of Elementary and Secondary Education; regional and county health offices.**

**E. Assure that basic health services are available to the citizens:**

- 1. Primary health care**
- 2. Home health care**
- 3. Emergency service**
- 4. Ambulance service**
- 5. Community health nurse**
- 6. Sanitation**
- 7. Health educator**
- 8. Nutritionist**
- 9. Social worker**
- 10. Family Practitioner**
- 11. Dentist**
- 12. Pediatrician**
- 13. OB/GYN**

## **Program Goals and Planning**

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# 4.4 Education

## Introduction

The educational system represents a significant investment in the development of the individual and in the achievement of a better community in which to live. Modern, well-equipped facilities, talented and academically competent faculty and staff and innovative programs specifically designed to improve the quality of education for all age levels in the community are necessary to meet the challenges of the future. There is a new spirit or ethic increasingly evident in many Missouri communities. This new ethic—representing a shared commitment to high educational goals and a can-do attitude about the future—is a vital ingredient in any successful community.

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community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

### **Standards for: Education**

#### **A. Organization**

Identify the people who are responsible for the development, administration and operation of this program in your community.

#### **B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day to day activities, can readily be measured against it.

#### **C. Meet the classification or accreditation standards of the Missouri Department of Elementary and Secondary Education**

The local school district must meet the “AAA” classification standards under the *1980 Handbook for Classification and Accreditation of Public School Districts in Missouri* or be classified as “Accredited” under the Missouri School Improvement Program Standards. The local board of education, with broad-based community involvement, should review the Classification Report or the Missouri School Improvement Program Review Report; identify all deficiencies in meeting the standards; establish long-term educational goals for the school district and the community; and set priorities for reaching the standards or goals.

#### **D. Officially adopt an action plan or Missouri School Improvement Program Plan which, when implemented, would overcome deficiencies against the classification standards and reach long-term educational goals.**

The action plan or Missouri School Improvement Plan should provide for community participation in establishing programs and activities designed to overcome deficiencies against the classification standards and reach educational goals. The School Improvement Plan should include standards and procedures for objectively assessing the overall effectiveness of the district’s programs, including student outcomes and provide for community participation in monitoring and evaluating the implementation of the plan.

#### **E. Adopt policies and procedures providing for schools to serve as “community centers” and implement programs and services which utilize school facilities to the maximum extent feasible for community education programs.**

In cooperation with other community agencies, the district should consider offering extended learning opportunities for all students, including tutorial programs and summer programs; community education and recreational programs; day care and pre-school programs; before- and After-school programs for latchkey children; and coordination of other services to promote the well being of students and their families.

#### **F. Provide or otherwise ensure access to programs for the college-bound student, as well as programs for vocational-technical education and school-to-work transition programs which meet the standards of business and industry in the community.**

The local school district should provide a general curriculum for the noncollege-bound student, as well as preparing the college-bound student. Such a curriculum should ensure that all students have the opportunity to develop entry-level job skills and can meet workforce standards cooperatively developed by the school district and the business and industry in the community. The local school district should cooperate with business and industry to establish on-the-job training and learning opportunities for students and assist in placing students in part-time employment both for learning and income.

#### **G. Coordinate and cooperate with business and industry in providing for programs of adult literacy training, adult basic education and job-related training and retraining to enhance the quality of the workforce in the community.**

The local school district should provide for adult training, retraining and education.

## **Program Goals and Planning**

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## 4.5 Energy Conservation

### Introduction

Energy conservation is the safest, cheapest and fastest manner in which this nation can address the current energy problem. There are many activities and programs that a community might undertake in this area. To ensure success, the community needs an overall program of energy conservation in which everyone in the community can participate.

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### ***Standards for: Energy Conservation***

#### **A. Organization**

Identify or create an organization or other entity responsible for the development, administration and operation of this program in your community.

#### **B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day to day activities, can readily be measured against it.

#### **C. Contact the Missouri Division of Energy for assistance in developing and evaluating your program.**

#### **D. Coordinate with local, state and federal energy programs to enhance your program.**

#### **E. Promote participation of all sectors of the community in an energy conservation effort.**

#### **F. Conduct an energy fair, exhibit or awareness week to publicize the value of insulation, weatherization methods, recycling, etc.**

#### **G. Establish an energy information center.**

#### **H. Promote energy efficiency in new construction by the adoption of a city building/energy code.**

#### **I. Develop carpool programs for commuters.**

#### **J. Ensure that your community's solid waste program includes a recycling program.**

Missouri Division of Energy  
P. O. 176  
Jefferson City, MO 65102-0176  
Telephone: (573) 751-4000

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## **4.6 Animal Control Service**

### **Introduction**

Animal control is a service that any growing community must consider as part of its growth. Stray animals can become a major problem in any area. Without control the problem will only become worse, thereby increasing the chances for the spread of diseases among the animal population and animal bite cases which may also spread the danger of rabies in both animals and humans.

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For the report, please describe the process you used to assess and evaluate your program.

## **Program Standards**

These standards are designed to assist those communities starting a program in this sub-category, and for those communities that wish to measure their existing program against these standards. These standards are set by consensus of experts which include community citizenry, university professors, state and federal specialists and other professionals within the field.

Due to the uniqueness of each community, certain standards may not be important or even necessary within a community. For example, the size of a community will determine a great deal whether or not the standards within a particular sub-category need to be adopted in their entirety or even at all. This program is designed to suggest these standards and then allow a community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

### ***Standards for: Animal Control Service***

#### **A. Organization**

Identify or create an organization or other entity responsible for the development, administration and operation of this program in your community.

Government control is the best choice for organizing the animal control unit within the area. The officers can often be a sworn law officer with city or county officials to back their actions or to oversee all the activities of the officers.

Second choice, of course, would be a Humane Society-controlled operation. As it is always hard to fund a shelter and enforcement, the society should be well established and funded before the task of control is undertaken.

If a community is unable to support an animal control program on its own, perhaps it can join forces with other communities and/or a county in a cooperative program.

#### **B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day to day activities, can readily be measured against it.

#### **C. Contact the state veterinarian at the Missouri Department of Health and the American Humane Association**

Both of these agencies can be helpful to you in setting up and servicing your animal control program. It is important that state statutes on animal control be observed in the operation of the program.

#### **D. The facility/shelter**

There must be a proper shelter ready to house any animal picked up by the officer.

This shelter must have heat, proper ventilation, runs and/or caging for any animal entering the building. Caging should be made for each animal or litter of animals so as to not spread any diseases or parasites throughout the shelter population.

Cages should be kept clean by daily and routine cleaning with cleaners that have a disinfectant base. Animals can not be left in feces and dirt, as this is inhumane treatment. Guidelines for shelters and shelter operation have been set up by the state and the Humane Society of America and offer excellent guidance for the community interested in offering animal control services.

**E. Rules and ordinances**

Rules for housing, keeping and picking up animals should be clear and written so each lay person can understand them. In the case of government-controlled operations, ordinances should be established before undertaking the animal control in any area. There are state ordinances on which any city/county can establish their own rules.

While it is important for the ordinances dealing with the animal be set down in black and white, it is equally important that the officer or person handling the animal also has written and exact rules to follow.

**F. Budgets**

Budgeting is an important part of any shelter operation. During the first six months of operation ALL costs should be totaled and used in establishing an overall operational cost for the year. In many areas public and private donations are part of the operation foundation. If the area plans an adoption or redemption program, funds from these services can be part of the budget.

**G. Services**

Each town, city or county has its own needs. Services offered, as a rule, would be an adoption program, a redemption program and a service to shelter or house unwanted pets or litters of the community. Depending on the size of the operation, services can include veterinarian services for the shelter animals with a spay/neuter program.

Rabies control is a must with the officer instructed in the capture and handling of any animal suspect of rabies. This officer should receive pre-exposure vaccine.

State Health Department	American Humane Association
P. O. Box 570	63 Inverness Drive East
Jefferson City, MO 65102-0570	Englewood, CO 80112
Telephone: 573/751-6400	Telephone: 303/792-9900 or 800/227-4645
Fax: 573/751-6010	Fax: 303/792-5333

## **Program Goals and Planning**

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) **Please describe the goals you have set for this program.**
- 2) **Please describe in some detail the plans (how, when, who, etc.) for achieving the goals set for this program.**



## **4.7 Emergency Management**

### **Introduction**

The most important thing about emergency management is to have a plan in place before emergencies happen—acquiring a fire extinguisher after the house is burnt will not save the house. In most cases emergency management will be a cooperative effort of city and county governments tying in with at the state and federal level to develop a program for the community. The initiative begins at the local level.

If this program already exists in this community, then the responsibility for the assessment and evaluation of this sub-category is primarily that of the people who administer it. If the program does not exist in the community and the community wants to establish it, then a

committee or task force can be setup to determine what needs to be done using the program process described below.

**All Missouri Certified City (AMCC) Status**

Communities pursuing the AMCC status must:

- 1) Complete the program process and meet the standards of this sub-category, set goals and establish a plan to achieve the goals.
- 2) Furnish to the Department of Economic Development (DED) a narrative line item report describing the program process used, how they measure up to each of the program standards, the goals set, and plans to achieve the goals. Other documentation such as maps, brochures, ordinances, minutes, contracts, news releases, etc., should NOT accompany the report, but should be kept on file in your office.
- 3) DED must approve your report in order to be certified. Certification will remain in effect for three years. To be re-certified the same process must be followed and a new report furnished.

**STAR City Status**

Communities pursuing the Star City Status must follow the same procedure and furnish the same kind of report as those pursuing the AMCC Status. The difference between the two is that the Star City Communities do not have to meet all of the program standards, nor do they necessarily have to have every sub-category program existing in their community. The Star City Status remains in effect for three years. For re-designation the same procedure must be followed as for the original designation and a new report must be furnished to DED.

## **Program Process**

The process for assessment can be as simple as the people in charge of the program (e.g. Board of directors, executive director, managers, staff, committee, and others) evaluating the community's program against the program standards in this sub-category. Or the process can be amplified by forming a task force to assess and evaluate your program more in depth using various techniques such as surveys, town meetings, consulting with outside experts, etc. Whatever the process used it is important to determine if the program is meeting the needs of the community and how it will meet future needs.

For the report, please describe the process you used to assess and evaluate your program.

## **Program Standards**

These standards are designed to assist those communities starting a program in this sub-category, and for those communities that wish to measure their existing program against these standards. These standards are set by consensus of experts which include community citizenry, university professors, state and federal specialists and other professionals within the field.

Due to the uniqueness of each community, certain standards may not be important or even necessary within a community. For example, the size of a community will determine a great deal whether or not the standards within a particular sub-category need to be adopted in their entirety or even at all. This program is designed to suggest these standards and then allow a community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

### ***Standards for: Emergency Management***

**A. Organization**

Identify or create an organization or other entity responsible for the administration and operation of this program in your community. The responsibility for this program rests with the city, county or both. In any case the city and county should coordinate and cooperate on this program.

**B. Mission statement**

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood

so that the elements of the program, as well as its implementation, even day to day activities, can readily be measured against it.

- C. Establish by city ordinance or court order legal authority for an Emergency Management Program**
- D. Contact the State Emergency Agency (SEMA) for assistance**
- E. Staff**  
Provide adequate staff to operate the program.
- F. Budget**  
Provide adequate budget.
- G. Identify and analyze the hazards that threaten the community and use the results as the basis for multi-year program development planning**
- H. Develop a program to eliminate or reduce the effects of the hazards that threaten the community**
- I. Develop and maintain a comprehensive, all-hazard, emergency operations plan based on hazard analysis, existing resources and current capabilities to deal effectively with any type of emergency**
- J. Develop capability for the chief executive (e.g., mayor) to direct and control response and recovery operations from a centralized facility in the event of an emergency.**
- K. Develop and maintain a reliable emergency communications capability to permit key officials to direct operating forces in an emergency.**
- L. Develop and maintain a capability to alert public officials and emergency response personnel and warn the general public of an actual or impending emergency**
- M. Develop and maintain a capability to disseminate official emergency public information for all hazards that threaten the community.**
- N. Develop provisions to insure preservation of government institutions and their ability to function effectively during emergency conditions.**
- O. Develop procedures for resource management that will provide for prompt effective acquisition, distribution, use of personnel and material resources and continuity of government in the event of an emergency.**

## **Program Goals and Planning**

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) **Please describe the goals you have set for this program.**
- 2) **Please describe in some detail the plans (how, when, who, etc.) for achieving the goals set for this program.**